



**Project PRANA**

## **Design and Implementation Evaluation Report**

**January 2023**

**Draft for Discussion Purposes only**

**Submitted to: The Nature Conservancy**

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- This Draft Report contains a compilation of feedback gathered from various stakeholders. Wherever necessary, we have identified that information may be the personal-opinion of our sources and is termed as hearsay in nature and may not be accurate or reliable when identified as being alleged, or of unknown reliability. Furthermore, the sources, may not base their comments on direct information, and may themselves rely upon another party.
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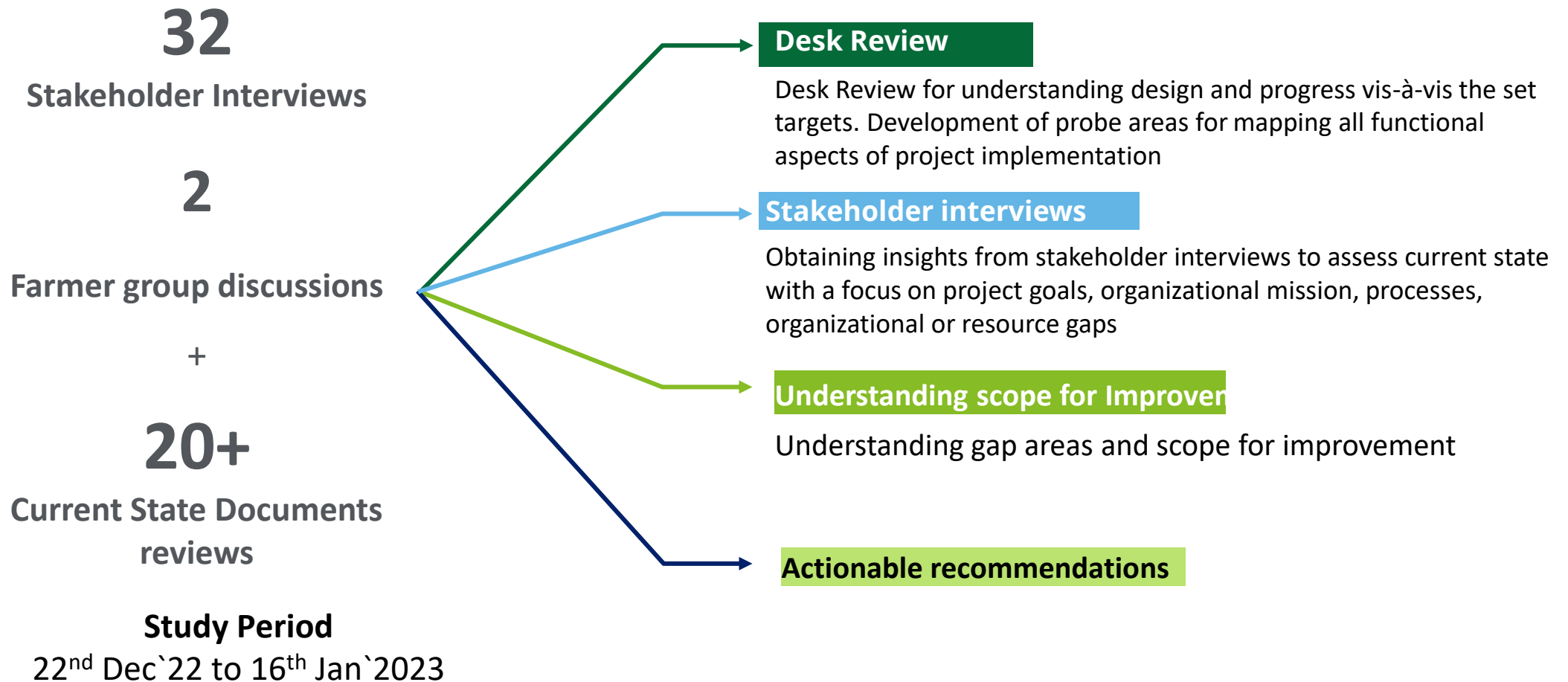
# Glossary

<b>AE</b>	Agri-Entrepreneurs
<b>BCC</b>	Behavioral Change Campaigns
<b>CII</b>	Confederation of Indian Industries
<b>CRM</b>	Crop Residue Management
<b>DIP</b>	Detailed Implementation Plan
<b>DTTILLP</b>	Deloitte Touche Tohmatsu India LLP
<b>FGD</b>	Focused Group Discussion
<b>HA</b>	Hectares
<b>HARIT</b>	Harnessing power of Agricultural Residues through Innovative Technology
<b>HIAC</b>	High Intensity Activity Cluster
<b>IDI</b>	In-Depth Interviews
<b>IDO</b>	International Donor Organisations
<b>IEC</b>	Information, Education and Communication
<b>ILT</b>	India Leadership Team
<b>IP</b>	Implementing Partner

<b>KII</b>	Key Informant Interview
<b>KPI</b>	Key Performance Indicator
<b>KVK</b>	Krishi Vigyan Kendra
<b>MCAI</b>	Multi component implementation Approach
<b>MD</b>	Managing Director
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MSP</b>	Minimum support price
<b>PAU</b>	Punjab Agriculture University
<b>PMU</b>	Project Management Unit
<b>PRANA</b>	Promoting Regenerative And No-burn Agriculture
<b>PRSC</b>	Punjab Remote Sensing Centre
<b>RGR-Cell</b>	Reviving Green Revolution Cell
<b>SFI</b>	Syngenta Foundation India
<b>SOP</b>	Standard Operating Procedure
<b>TNC</b>	The Nature Conservancy

# Executive Summary

Deloitte was appointed by TNC to critically analyze TNC’s Promoting Regenerative And No-burn Agriculture (PRANA) project’s design process and implementation process of first year to understand the effectiveness of the strategy conceived, to assess the outcomes of the project, to Identify scope of improvement in the design and monitoring of project progress with implementation structure and to provide inputs for project sustainability.



# Executive Summary | Findings and Impacts

Our stakeholder interviews with TNC teams and external stakeholder of PRANA project revealed several insights

## WHAT WE HEARD IS WORKING WELL

**COMMITMENT.** TNC Staff members are extremely committed to the mission of the project.

**LEADERSHIP.** The leadership team is cohesive and works well together, with clear set of goals

**ENERGY.** There is an excitement around the outcomes of the project and ability to amplify impact.

## WHAT WE HEARD ARE OPPORTUNITIES FOR IMPROVEMENT

### Strategy

**Finding the right model.** Efforts are required to arrive at right combination of interventions to devise a workable model covering variations of agriculture practices, land ownership and agriculture economics

**Focus on Partnerships** The task of behavior change of targeted 2,50,000 farmers required more than individual efforts by TNC. Partnerships are key to replication and amplification of workable models.

### Implementation

**Implementation Ecosystem** The dynamics of TNC and implementation partner partnership needs an attention to improve work credibility, sustainability and alignment with long term objectives.

### Governance

**Synergy.** There is scope of improvement for greater synergy between TNC global and TNC India team in project governance, while nature of partnership with implementation partners needs revision in terms of clarity of roles.

## Recommendation areas which can help TNC PRNA teams REACHING ITS FULL POTENTIAL



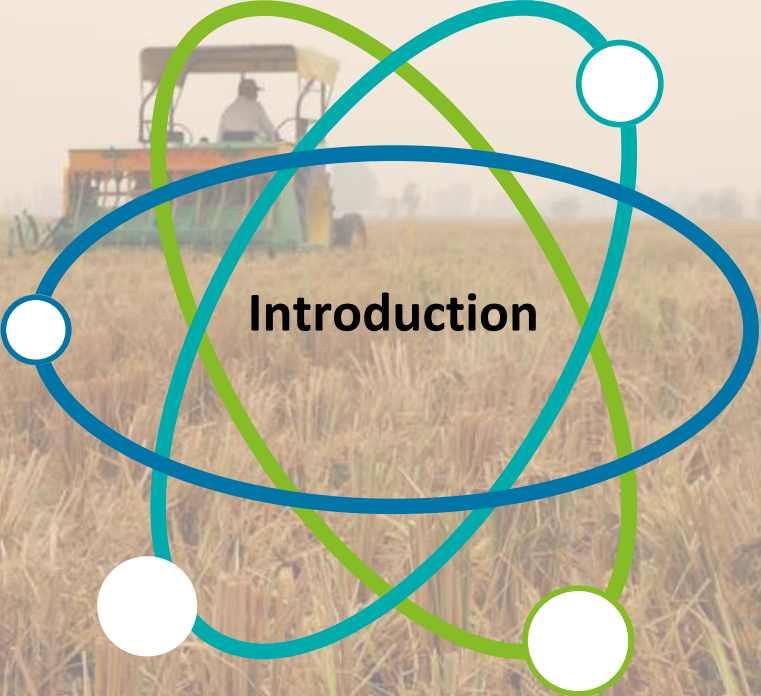
- Revision of PRANA coverage and adoption targets
- Revision of project execution models



- Communications framework and capacity building of partners
- Creating new partnership models



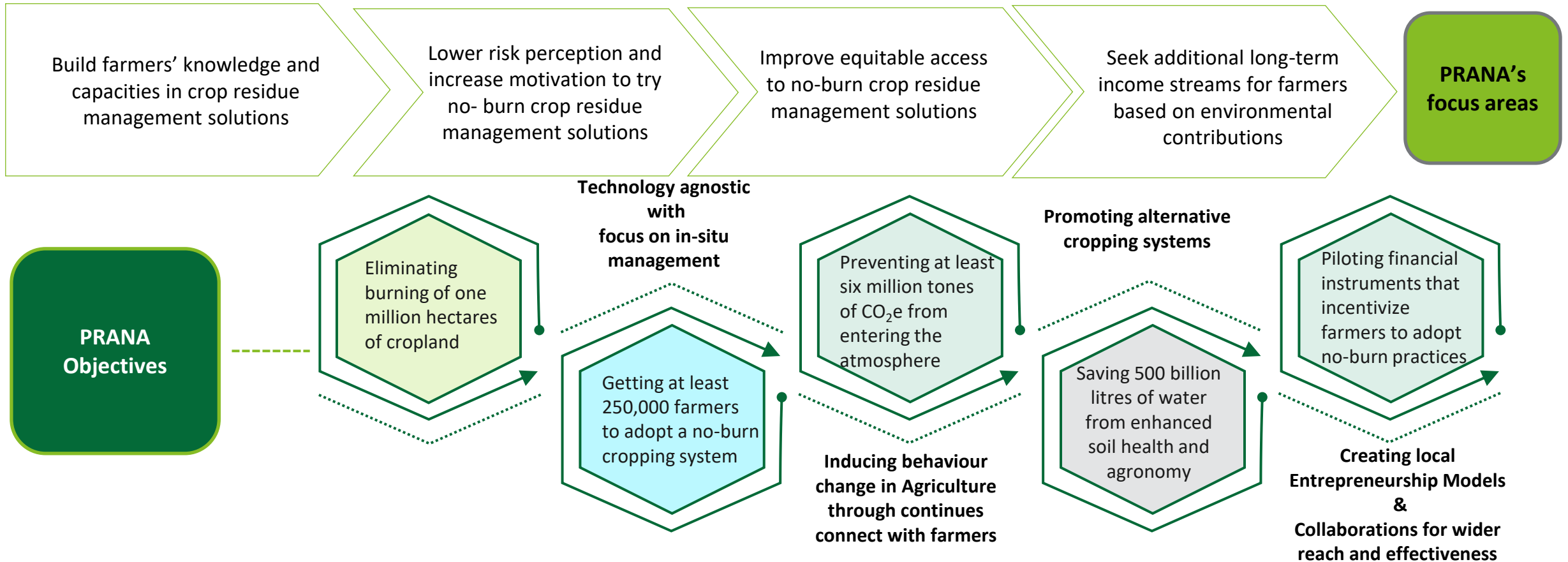
- Streamlining processes: Creating operational and financial guidelines
- Defining critical success factors



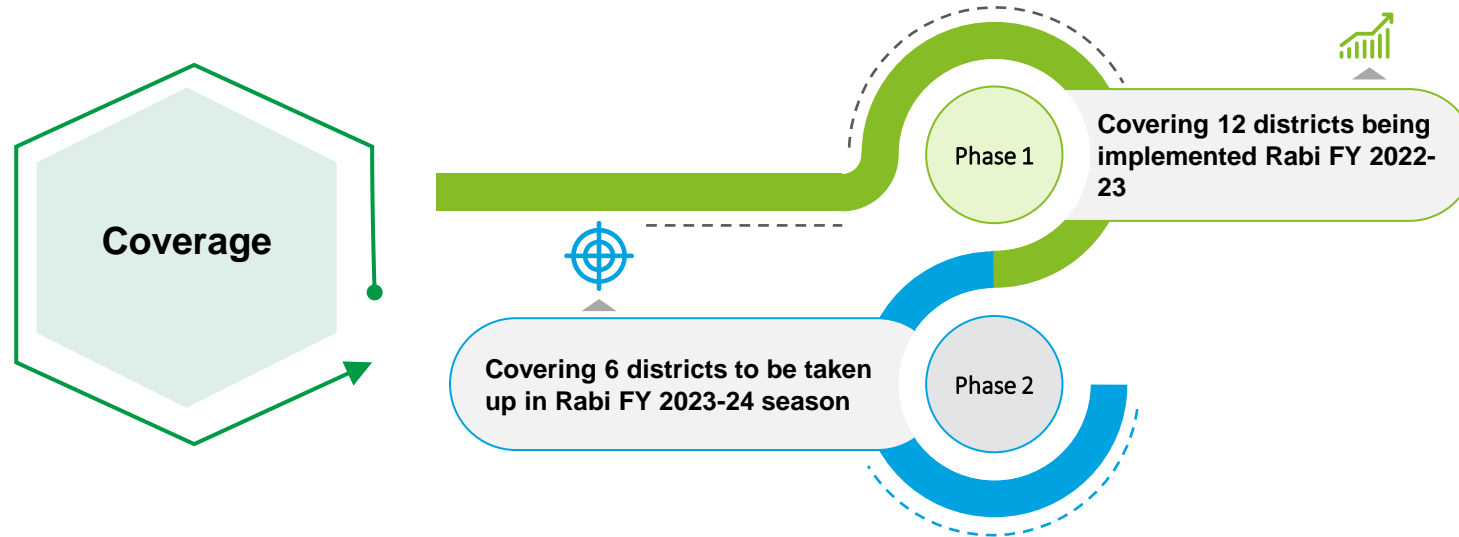
**Introduction**

# Overview of PRANA (1/3): What is PRANA?

Promoting Regenerative And No-burn Agriculture (PRANA) is a four-year project which seeks to promote farmers to adopt better ways to **manage the crop residue, using regenerative agriculture practices in leading to no-burn**, improving soil structure and increasing soil carbon content in long term. PRANA aims to cultivate an environment that reduces instances of stubble burning in Punjab and Haryana.



# Overview of PRANA (2/3): Coverage and Approach



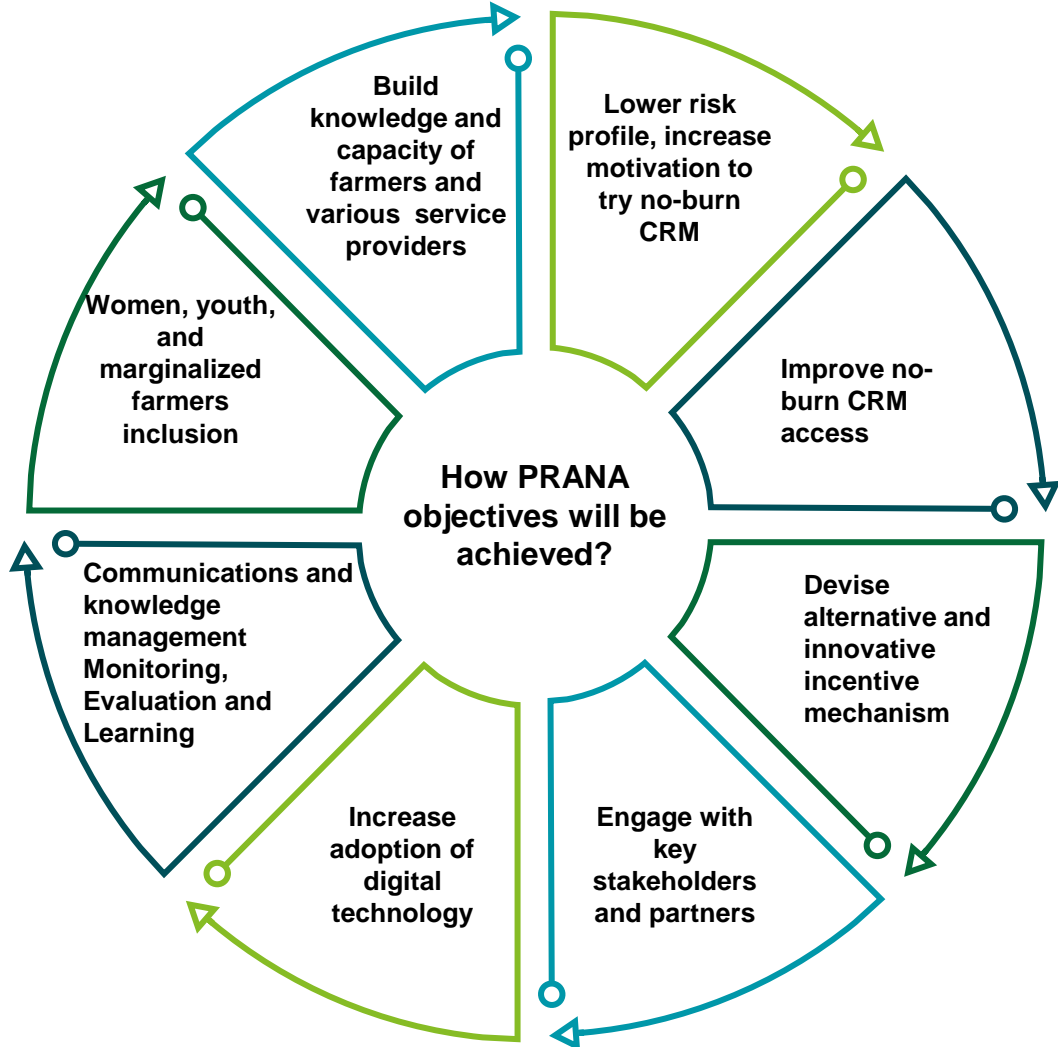
## Model 1: High Intensity Activity Cluster

- Two districts, Moga and Patiala, are taken up as the core districts wherein large amount of crop land has been burnt, post kharif season in last 5 years.
- Total 104 villages are being selected for focused interventions in which 5000 direct farmers are being targeted through mobilization, incentivization and capacity building to avoid crop residue burning.
- It is expected that 75% farmers of these targeted areas should adopt zero-burning farming techniques.
- Frequent touchpoints through agriculture experts from implementation partners and collaboration with government and agriculture university through machine demos and IEC campaign has given a greater push for behavior change in farmers.

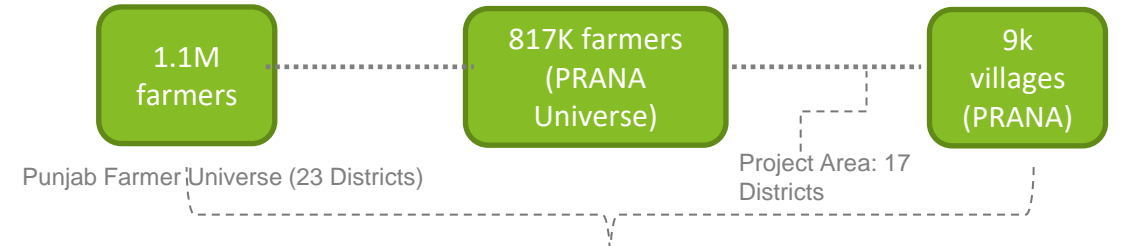
## Model 2: Multi Component Implementation

- The approach focuses on rest of the 10 districts from phase 1.
- The approach has multiple component such as promoting agriculture entrepreneurship, onboarding agriculture department experts for consultations and using digital technologies and field demos to impress upon concept of zero-stubble burning agriculture.
- The intervention focuses on maximizing usage of agriculture machineries such as happy seeder, mulcher and super seeders available with progressive famers, via entrepreneurship mode, to cover the demand and supply gap of stubble management.
- A total of 1600 villages are being targeted in current rabi season with coverage of 150,000 farmers. In subsequent years (second & third), the program is expected to cover nearly 9000 villages and 750,000 farmers.

# Overview of PRANA (3/3): Reach Out Strategy



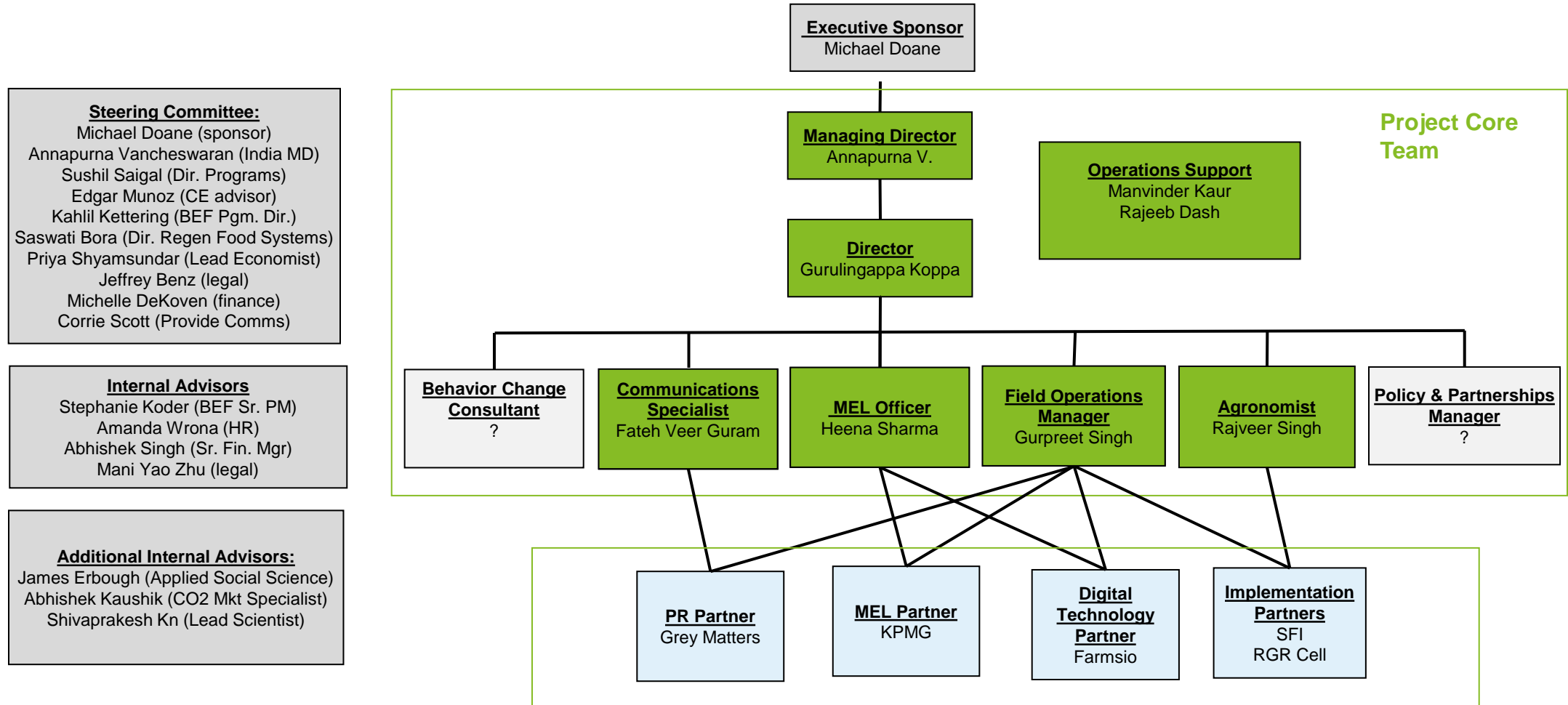
## Pathway to 250K Farmers



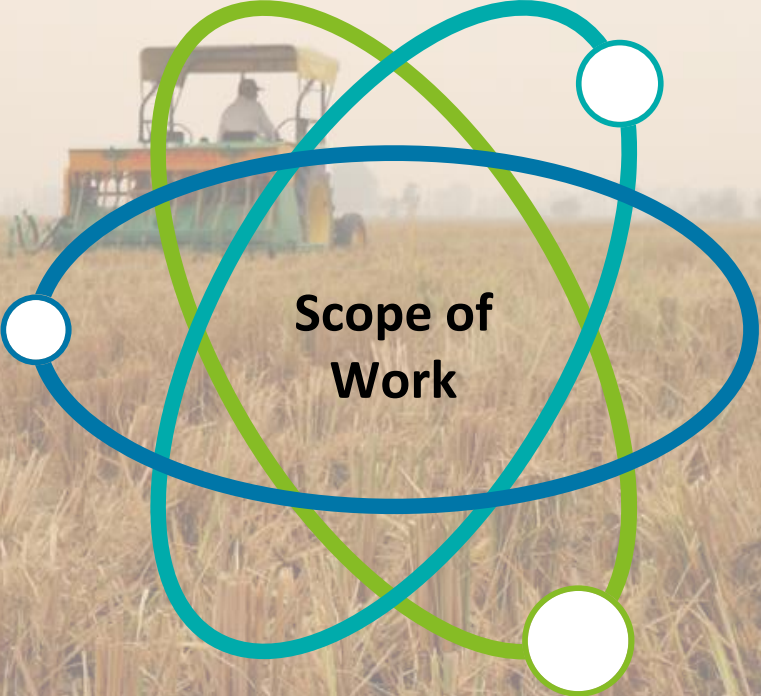
HIAC		No. of Farmers	Number of demo plots in each district	Number of Villages
Proposed	Year 1	150k	10	1600
		377k	5	2600
		Less Farmers	Same number of districts more demos 1 demo x10 villages	Less Villages
Single Integrated Model		No. of Farmers	Number of demo plots in each district	Number of Villages
Proposed	Year 2	750k	17	5500
		1.2M	17	8226
		Amplification in coverage		
Single Integrated Model		No. of Farmers	Number of demo plots in each district	Number of Villages
Proposed	Year 3	750k+	17	8400
		1.2M+	17+	5745

# PRANA Team Structure

The Organogram below represents the team structure of PRANA project. This includes members of TNC Global, India as well as the Field Staff.



Source: PRANA draft organisation chart shared by TNC Global



# Scope of evaluation

The evaluation analyzed PRANA project design process and first year of implementation between October 2021 and November 2022, to:

- Understand the effectiveness of the strategy conceived
- Assess outcomes of the project implementation
- Identifying scope of improvement in project design, project monitoring and implementation structure.
- Provide inputs for project sustainability and actionable recommendations for project success

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## Phase 1

During the **inception phase**, an initial assessment was conducted through detailed **desk reviews** and secondary data assessment

- Kick-off meeting
- Desk research and document review
- Finalised Interview schedule and FGD design

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## Phase 2

During the **data collection phase**, the stakeholder interactions were conducted via key informant interviews and FGDs, to validate the perceived outputs, quantify direct and indirect outcomes and assess scope of enhanced program management.

The objective of this phase was to have detailed stakeholder consultation to gather insights on critical success factors, shortcoming, gaps, and scope of improvements

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## Phase 3

In the **performance analysis phase**, qualitative data collected from stakeholder interactions were analyzed for technical and social factors which have worked well. The same were juxtaposed with the secondary data received from TNC.

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## Phase 4

In the **reporting phase**, the observations gathered from the difference stages of the engagement were presented to the client (TNC):

- Key findings of where design planning and implementation fell short
- Actionable recommendations to bring improvements in the current design and implementation model

## Interview Sample

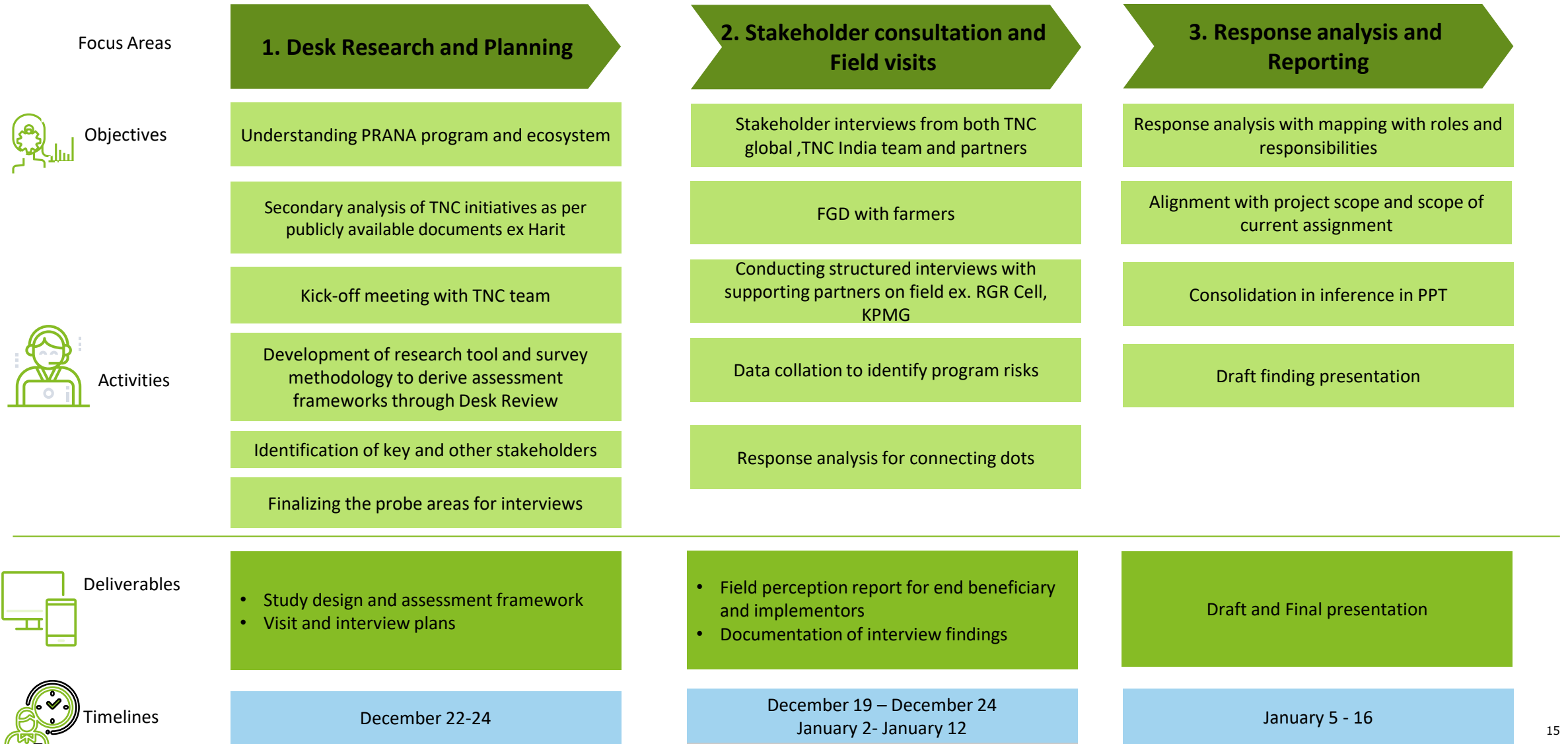
Below mentioned stakeholders were interviewed for the purpose of this evaluation:

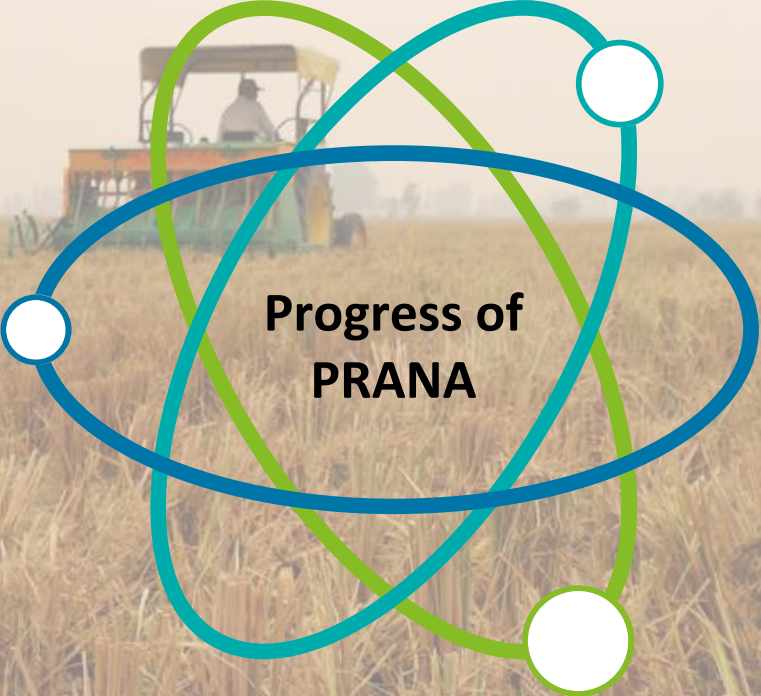
Stakeholder Category	Number of Respondents	Qualitative Instrument
TNC Global	7	KII
TNC India	8	KII
Implementing Partners (RGR Cell)	5	KII
Implementation Partner (SFI)	3	KII
KPMG (MEL Partner)	2	KII
GreyMatters	2	KII
Farmsio	2	KII
AE and Service Providers	2	KII
Local Agricultural Expert (Punjab Agricultural University)	1	KII
<b>Total</b>	<b>32 respondents</b>	
<b>Farmers FGDs</b>	<b>2 FGDs (~20 farmers)*</b>	<b>FGD</b>

- Stakeholder nominations received from TNC Global.
- Stakeholders were selected based on their roles in the PRANA project and prioritized based on the scope of the evaluation; in close consultation with the TNC Global team
- Field visits were taken up in the districts Sangrur and Barnala of Punjab covering both implementation partners – RGR Cell and SFI

# Approach and Methodology

This approach included three strategic focus areas to gain holistic understanding of the project from design stage to first year of implementation i.e. from October 2021 to November 2022. Analysis of project documents, and through initial secondary research, various probe areas were developed.





**Progress of  
PRANA**

**As of November 2022**

# Project Progress (as on November-2022)

Deliverables and Payment Milestones				
RGR Cell (Implementation Partner)	SFI (Implementation Partner)	Grey Matters (Technical content development)	Farmsio (Remote sensing partner)	KPMG (MEL Partner)
Implementation workplan for HIAC and MCIA	Implementation workplan for HIAC and MCIA	Signed off in July 2022	Preparatory Phase	Completion of final MEL design (MEL plan, baseline study, indicators, sampling approach, and other experiments)
Mapping of service providers, equipment available, geographic location, and mobilization plan within HIAC and MCIA districts/blocks, mobilization of project	Mapping of service providers, equipment available, geographic location, and mobilization plan within HIAC and MCIA districts/blocks, mobilization of project	Completion Report of activities undertaken in first 3 months (including but limited to <b>deployment and training of the field team</b> , finalization of the <b>key messages</b> , street plays, etc.)	Deliverable 1 (Preparatory Phase, <b>Web-App Launch, Web-App training</b> , Field Staff App Launch, Survey and Monitoring Evaluation)	Establishment of working <b>MEL Dashboard</b>
Sharing database of service providers with details of usage of no-burn CRM technologies	Sharing database of service providers with details of usage of no-burn CRM technologies	Completion Report of activities undertaken in first 3 months (including but limited to <b>group meetings</b> with farmer, <b>one-on-one communications</b> , outreach with district administration, etc.)	Deliverable 2 (Field Staff App Launch, <b>Farmer App Launch, Agri-input Market place, Agri-output marketplace</b> , Training module)	Completion of <b>baseline assessment/study</b> and submission of final report
Submission of <b>draft progress report</b>	Submission of <b>draft progress report</b>	Completion Report of activities undertaken in first 3 months (including but limited to <b>media engagement</b> , workshop, <b>webinars</b> , <b>media workshop</b> , etc.)	Deliverable 3 ( <b>Farmer Smart Card</b> )	Submission of first 2 <b>bi-monthly monitoring</b> of HIAC and MCIA reports
Submission of <b>final report</b> with including performance metrics, challenges and areas of improvement for scale up	Submission of <b>final report</b> with including performance metrics, challenges and areas of improvement for scale up	Completion Report of activities undertaken in first 3 months (including but limited to <b>street theatre</b> , <b>school outreach</b> , community radio, outreach with district administration, etc.)	Deliverable 4 ( <b>Remote-sensing based solutions launch</b> )	<b>2023 Deliverables:</b> a. Submission of next 2 bi-monthly monitoring of HIAC and MCIA reports b. Completion of Midline report for year 1 and final 2 monitoring reports

Complete	Work in Progress	Pending
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# Challenges for PRANA

It is noted that PRANA has multiple challenges in terms of ecosystem, policies and stakeholder interests. Highlighted in different colours below are the different degree of challenges, which have an impact on project objectives which could vary from low to high impact. Inferences from the stakeholder interviews juxtaposed on the secondary research is tabulated below.

Inducing behaviour change towards regenerative agriculture							
Aspects	Institutional Finance	Agriculture policy	Farming economics	Farmer connect	Mechanisation	Natural resources	Social ecosystem
Contributors	Research Funding	Free vs stakeholder contribution	MSP	Conveying farmer interest	Supply side availability	Water extraction	Land ownership
	Fund optimisation	MSP	Yield and Productivity	Year round connect	Affordability	Soil health	Large vs Small farmers
	Corporates. IDOs, NGOs	Political turmoil	Formal and informal credit access	Lead Farmers/Peer influencers	New Technologies	Food Security	Migrations
	Incentive to farmers	Long term national goals		Technology to communicate	Machine Efficiency		
	Farmer collaboratives						

- Low Impact
- Medium Impact
- High Impact







## Mapping Deliverables with Probe areas

As per the TOR, the evaluation agency needs to critically analyze and suggest scope for improvement in Design of the project, monitoring of project and its implementation mechanism. Following sections map the probe areas on which the interview responses with deliverable were mapped. The ToR further mentions to provide inputs for sustainability of the program

Assessment expectation	Probe area of the Evaluation
Analysis and Scope of improvement for Design of the project	<ol style="list-style-type: none"> <li>1. Vision – Coherence and Relevance</li> <li>2. Design</li> </ol>
Analysis and Scope of improvement for Project monitoring and Implementation	<ol style="list-style-type: none"> <li>3. Governance               <ul style="list-style-type: none"> <li>➤ Review Mechanisms</li> <li>➤ Team building and competencies</li> <li>➤ Organisational Learnings</li> </ul> </li> <li>4. Project Operations</li> <li>5. Partnerships</li> <li>6. Convergence and Collaboration</li> <li>7. Communications</li> <li>8. Feedback mechanisms</li> <li>9. Efficiency and Effectiveness</li> </ol>
Provide inputs for project sustainability with actionable recommendations	Recommendations and way-forward

## PRANA- Vision- Relevance and Coherence- Observations

Based on documentation review and interviews with stakeholders, observations were made which may impact ability to create sustenance and resilience of the environment.

<h3>Alignment with Foodscapes</h3> 	<h3>Coherence with National Objectives</h3> 	<h3>Focusing on Farmer interest</h3> 	<h3>Coherence with Global Sustainability initiatives</h3> 
<ul style="list-style-type: none"> <li>▪ The current PRANA project has its objectives and activities aligned with TNC's long term foodscapes program which focuses on Soil health, Food security, Water conservation and carbon sequestration as long-term goal.</li> <li>▪ The project prepares ground for identifying workable models with farmers.</li> </ul>	<p>Both State and National government has been putting up supply side efforts to ensure zero stubble burning Punjab and Haryana. PRANA contributes to this effort by mobilizing farmers to access funds, machines, policy incentives and services available through government initiatives.</p>	<ul style="list-style-type: none"> <li>• With focus on farmer centric communications about climate smart agriculture and efficient agriculture economics, the program is coherent with wider objectives of conserving farmer interest as a producer</li> <li>• The initiatives are targeted towards making farmers resilient to policy changes by introducing appropriate technologies and farm management techniques</li> </ul>	<ul style="list-style-type: none"> <li>• The program has targeted long term sustainability of natural resources with immediate attention on soil health improvement and water conservation strategies. This is in coherence with SDGs having 2030 goals</li> <li>• The carbon sequestration has been focuses as long-term goal aiding to India net zero objectives</li> </ul>

### TNC's 2030 Goals:

**3Gt CO<sub>2e</sub>** avoided or sequestered

**4B hectares** of Ocean conserved **1M kilometers** of river and **30M HA** of lakes and wetlands conserved

**100M people** benefitted from severe risk of climate change

**650M HA of land conserved** by partnering with communities to improve management of working lands

**Supporting leadership of 45M people** whose wellbeing and livelihood depend on healthy ocean and land

## PRANA- Vision – Relevance & Coherence- Scope for Improvements

Based on documentation review, interviews with stakeholders and response analysis, a set of key recommendations is developed to address vision and coherence issues in the PRANA ecosystem,.

### Improved interactions with District administration



- The local administration has been pivotal in behavior change campaigns of Swachh Bharat, No Drugs Movement and women empowerment. Experiences from success of these initiatives can be leveraged by PRANA
- Coherence with State funded supply side management schemes can aid in increasing availability of machines.

### Alignment with Government soil and land Improvement schemes



- Punjab government with aid of Central Government and Agriculture universities has devised and implemented Punjab Land development schemes and Punjab crop husbandry plan which focuses on soil health. PRANA can align their initiatives to access provision given under these schemes

### Focus on food security for improved farmer connect



Behavior change campaigns in agriculture have been successful in past by following year-round farmer connect with focus on agriculture and agri-allied activities. PRANA, in alignment with Foodscapes goals can develop a year-round farmer connect program. This can help greater adoption rates.

### Alignment with Agri 4.0 Approach



- The Agri 4.0 approach envisages inclusion of technologies, startups and digital technologies to create a hyper localized solutions for farmer at decentralized level.
- The initiatives offer wide range of remote solutions which can help reaching larger farmer groups and tackle the limiting factors in adoption

### Coherence with State action plan on stopping stubble burning



On the orders of Hon'ble Supreme Court of India and National Green Tribunal, the Government of Punjab has come with a comprehensive plan for stopping stubble burning in Punjab. PRANA can identify overlapping areas of interest such as structure of IEC activities for enhancing their efforts.

# PRANA – Design - Observations

Based on BAIN Strategy document review, interviews with TNC stakeholders, interactions with ground implementation teams, observations have been documented which may impact program design, implementation plan and outputs of PRANA .

The assessment of Project design had following parameters taken into consideration:

- Does the model design align with both short term and long term TNC strategy?
- Does the model have inclusiveness and have consideration of all stakeholders?
- Does the model contribute to TNC's expected potential impact KPIs?
- Does the model have appropriate budget and resources to implement the activities proposed?
- Does the model have enough timelines to implement the ideas and obtain the results expected?

- Evaluation tried to critically analyse process of design from available references
- The evaluation has also tried to gather insights from the interviews to understand strengths, its weaknesses, potential opportunities and threats for the Design and its subsequent implementation

## Alterations in Design-Coverage and Scale up



- It was observed that substantial changes made in project design primarily under farmer coverage, field activities, focus geographies and scale up strategies vis-à-vis design proposed by BAIN and Company.
- The HIAC and MCIA approaches have been conceived to create a hybrid design considering limitations of BAIN model for scale up, expectations from field resources and indirect farmer coverage assumptions

## Learnings from Previous efforts of TNC



- Design process involved primarily TNC global team interacting with BAIN and Company, stakeholders from India were consulted.
- It was observed that though midline report of HARIT was part of reference document for strategic plan, the design seem not to utilize full extent of previous learnings of HARIT
- Design document compares the various working models but failed to map concerns of HIAC Model
- There is no mention of impacts of possible partnerships

## Perception of Design- BAIN and further changes



- The design talks about yield guaranty incentive to farmers, which was changed to mechanization cost in new design
- The design document does not provide basis for providing incentive to service providers with any existing proof of concept of its success.
- Social learning mechanisms are subjective and have steep coverage numbers expectations
- Recommendation for scale up plan as per land ownership does not align with ground situations

## BAIN Design- Assumptions and Current status



- The Design assumes close to 150-160 farmers per village as universe of coverage while the general observation found is 80-90 farmers per village.
- The expectation of coverage from scale up model under HIAC is steep
- The expectations from AEs and their expected coverage numbers are steep, while Scouts/Kheti doot coverage targets are higher than proposed

## PRANA- Design-Scope for Improvements

It was observed that design suggested, and actual project work being conducted under PRANA has multiple variations. The scope of improvements suggested are as per interview responses and inferenced drawn on current plan of work.

### Realistic Coverage Estimations



- It is observed that the strategy has primarily taken observations from secondary data regarding farmer populations, adoption rates, farming practices and ownerships
- The assumptions taken under consideration were not entirely in line with ground realities for such assumptions

### Regional Partnerships



- Recommendations of corporate partnerships have been given in BAIN document which have been not implemented In phase 1
- Suggestions on Institutional collaborations were not actualized up till Dec`22, post end of the harvesting season.

### Design approaches



- The design document compares multiple approaches with their pros and cons while developing HIAC strategy and it does convey how the proposed strategy avoids cons and accepts pro for individual models.
- The approach for social learning was too optimistic with higher-than-expected farmer to farmer connect and expected outputs.
- The adoption rates i.e., 75% proposed for HIAC clusters are on higher side considering on ground supply constraints, time taken to build farmer relationships and other externalities
- The design document does not cater to business-as-usual change in stubble management landscapes

### Region specific approaches



Punjab soil characteristic vary from very poorly drained to excessively high drained soil affecting agriculture specifically farming techniques. The design document does not address specific technical model which can address variations in soil classes and further crop management practices.

### Resource Management



- The assumption in design document refers human resources required for coverage of particular set of farmers. The assumption are on lower side as per field observations for amount of time required per famer for quality discussions. This has directly affected the human resource calculation and corresponding coverage targets.

# PRANA – Partnerships- Observations

Based on BAIN Strategy document review, interviews with TNC stakeholders and through interactions with ground implementation teams, observations have been documented which may impact program design, implementation plan and outputs of PRANA .

## Probe areas for the evaluation

- Role of Partners and progress made
- Scope of work and implementation strategy
- Challenges faced in implementation
- Communication and coordination structures
- Achievements and good practices (if any)

## Assessment areas for Partners

- Financial operations (SoPs)
- Human resource structure and competencies
- Internal governance mechanism for PRANA



## Observations on Partnerships



### KPMG

- KPMG is responsible for undertaking monitoring and evaluation of the work performed by other partners and of the PRANA.
- KPMG is undertaking 2-monthly monitoring as well as conducting baseline, midline and endline evaluations.
- KPMG needs to iterate the parameters to make them relevant to each partner's scope of work, rather than following a uniformed structure.



### Farms IO

Farmsio is the Digital Technology Partner supporting in mapping the burning areas through satellite data, introducing Farmers App to identify farmers and their geo-coordinates vis-à-vis burning patters in those coordinated and supporting in mapping the machinery.



### SFI

- Responsible for implementing the PRANA activities on ground in both HIAC and MCAI districts.
- Implementing through the Agri-Entrepreneur model
- While secondary data reflects progress largely on track, qualitative discussions informed of discrepancies in AE recruitment, and the lack of interest in attending trainings and promoting farmer interests.
- SFI reported challenges in recruiting AEs and formulating database with reliable information in short duration, due to delays in onboarding



### Grey matters

- GreyMatters is developing material based on the larger problem statement informed by TNC. IPs specific inputs are not taken.
- Need to consider the language barrier for migrant (tenant) farmers while developing the communications material in Punjabi/Gurumukhi.



### RGR cell

- Responsible for implementing the PRANA activities on ground in both HIAC and MCAI districts. Implementing through the KVK model wherein KVK were provided training about what PRANA is, how farmers are to be involved and what will KVKs role be.
- They are paid on monthly basis to undertake all PRANA activities on ground with the farmers.

# PRANA- Partnerships-Scope for Improvements

Based on documentation review, interviews with stakeholders and response analysis, a set of key recommendations have been developed for PRANA to address vision and coherence issues in the PRANA ecosystem

## Clarity on Roles and Responsibilities to IPs

- Implementation partners can be made aware of roles with responsibilities through separately made document which clarifies project governance expectation, external stakeholder interaction mechanisms, communication guidelines and reporting structures. This can be annexed to contracts

## Simplification of data capture and monitoring processes

- For both the models reviewed as part of the evaluation, it was observed that the data capture process consumes substantial time for resources and becomes a limiting factor in performance.
- MEL framework can be amended to identify redundant data points while giving options for data validation and verification.

## Standardization of governance of Project for partners

Considering the extent of fundings, TNC can represent specific governance structure to the implementation and support partner to ensure improved human resource planning and resource utilization. Plan of corrective action need to be formally communicated for breach of compliance.

## Modes of sharing and replicating good practices and success stories

- It is observed lack of inter-partner connect to share best practices and share best solutions to common problems amongst the implementation partners. A common platform can be formulated to ensure case studies, innovative ideas, lessons learnt and appropriate intervention models are shared and uniformly replicated.

## Definition of Success factors

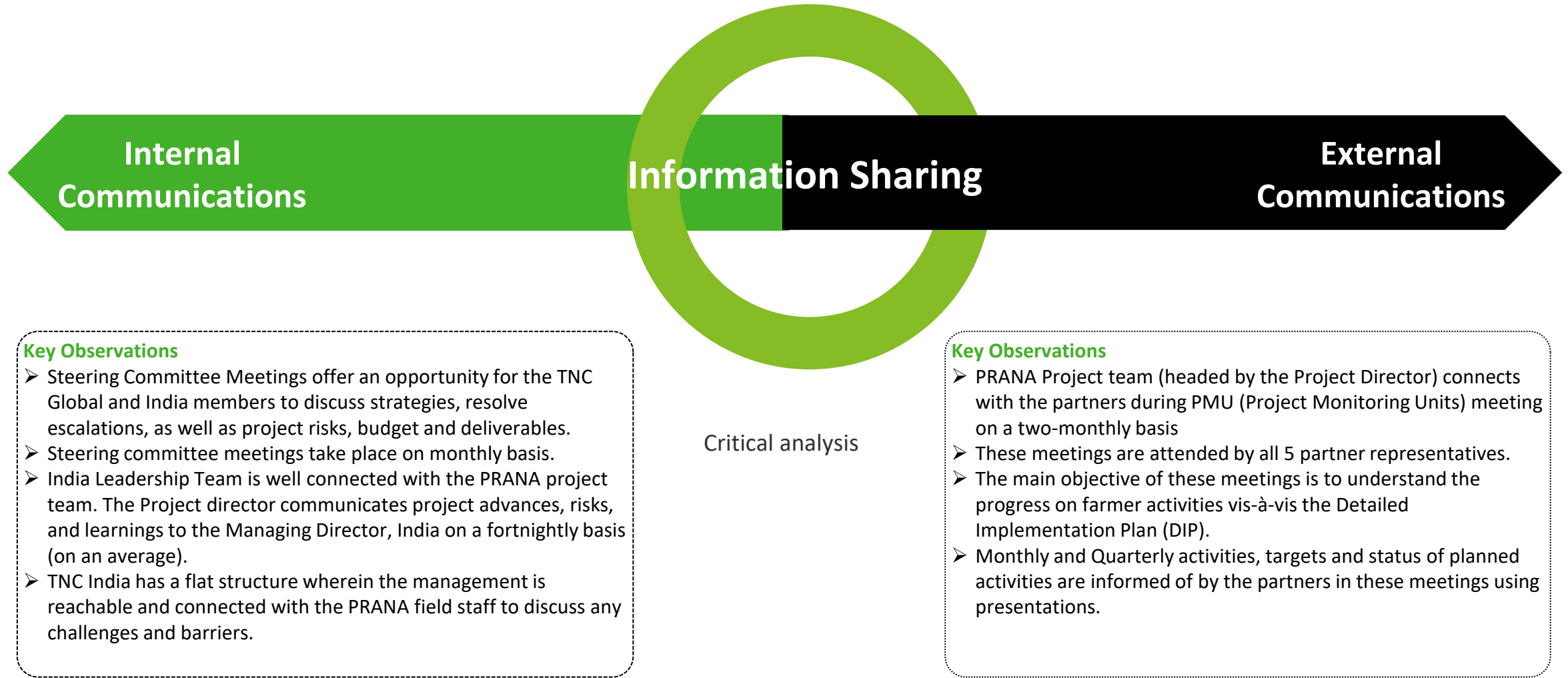
Definition of what constitutes as activity completion or achievement success is unclear amongst the partners. A clear definition with both qualitative and quantitative measures of success can be communicated to partner before commencement of implementation.

## Revision of Model of Implementation

- Model for implementation proposed and implemented by SFI has not seen satisfactory results as per the interviews and document review.
- A revision of model with focus on greater farmer connect, robust data validation mechanism and clear output criteria needs be devised for next phase of work

# PRANA – Communications- Observations

Based on BAIN Strategy document review, interviews with TNC stakeholders and through interactions with ground implementation teams, observations have been documented which may impact program design, implementation plan and outputs of PRANA .



## PRANA- Communications- Scope of Improvements

Based on documentation review, interviews with stakeholders and response analysis, a set of key recommendations for PRNAA have been developed to address Communication issues in the PRANA ecosystem.

### TNC Internal: Function specific communications



- Limited communications observed between TNC Global and TNC India role specific teams.
- A requirement of internal function specific sub-committee meetings was identified to arrive at joint concrete work plans which can aid in effective implementation of both technical and non-technical activities under the project.
- A cross functional meeting can be led by a lead representative from each function to provide information on the group's specific contribution and plans for collaboration with other functions.

### TNC External: Mapping project cycles with deliveries



- It was observed that a few communication deliverables did not match the project phases for relevant communications to farmers.
- A content creation and dissemination calendar can be shared with partner for greater synchronization, while ensuring timely content inputs from partners.

### Communication capacity of Partners: Assessment



- During interaction with the IP and support partners, it was observed that partners have varied understanding of concepts that needs uniform communications. Ex. What is a demo plot? How to convince a farmer?
- A capacity assessment exercise and further capacity building initiative can be taken up by TNC India team

### TNC External: IPs with functional communications capacities



- A gap in understanding with the IPs specifically SFI, was observed, regarding the nature of deliverables expected, the content of communication, nature of interactions and expected nature of work vis-à-vis expectations by TNC India team
- These function specific roles i.e., communication lead, Agriculture lead, partnerships lead etc. are necessary for smooth program delivery.

# PRANA – Operations | Observations

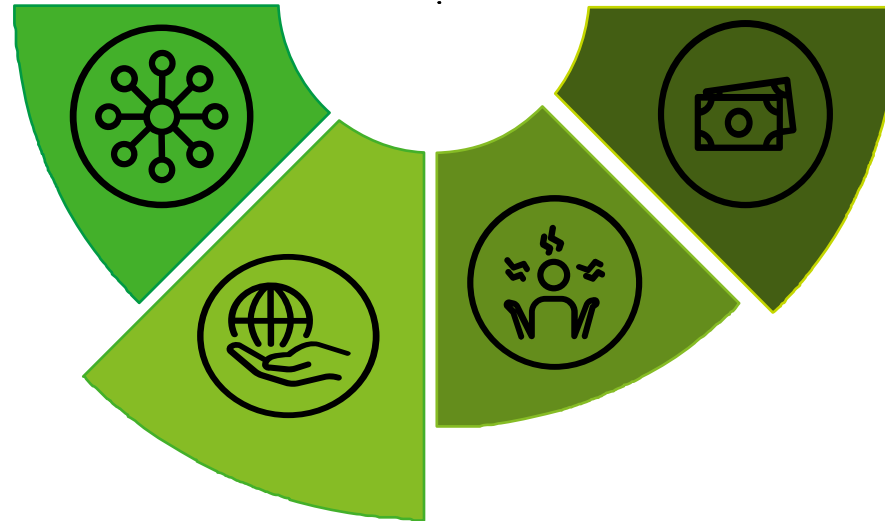
Based on BAIN Strategy document review, interviews with TNC stakeholders and interactions with ground implementation teams, observations have been documented that may impact program design, implementation plan and outputs of PRANA .

## Understanding Activity Planning

- Criteria for reporting the coverage and further adoption is unclear which refers to partial versus no-burning, AE new area coverage and coverage w.r.t. tenant cultivators versus land-owners
- Current Detailed Implementation Plan does not offer scope to incorporate revised targets, learnings and strategies to suit the on-ground dynamics.

## Implementation Monitoring

- There was no monitoring mechanism to monitor the projects with frequencies less than a month  
Partner understanding on specific KPI's was limited vis-à-vis MEL framework expectations



## Partner onboarding

- Delayed on-boarding of almost all partners
- TNC's Due diligence processes were observed to be most time-consuming
- A need for better and advanced planning to roll-out partner on-boarding procedure was observed

## Validation and Model Evaluations

- Limited capacity for internal validation of achievement numbers reported by partners.

## PRANA- Operations | Scope of Improvements

Based on documentation review, interviews with stakeholders and response analysis, a set of key recommendations for PRANA have been developed to address Operational issues in the PRANA ecosystem.

### Streamlining partner selection and onboarding process



- The partner onboarding process has been observed to take more than 2 months post the partner selection. This has hindered the human resource management for partners. PRANA team can look for advance scheduling of partner onboarding processes to avoid risks of losing crucial ice breaking time for implementation partners with farmers.
- Contract documents can be more detailed and water-tight to include detailed description of deliverables with frequency of their assessment and necessary means of verification. The contracts needs to append work plans having each of the activity attached with financial outlays.

### Improvising short term planning processes



- TNC India team can map probable risk arising out of process, activity and achievement delays to improvise new plans (ex. IEC vans) for achievement of expected deliverable. A risk mitigation plan attached with timelines can be developed for reaching satisfactory outputs

### Activity monitoring mechanisms- Internal and External



- TNC India can think internal verification checklist to have verification of achievements reported by the IPs. The visits can be planned as per phases of implementation taking minimum sample for verification before feeding data into MEL framework.
- A templated way of external feedback can be incorporated periodically for cross verification of achievements

### Activity Implementation guidelines



The activities implementation structure need uniformity in implementation to gauge effectiveness and efficiency of method and partners.  
An operations manual for all set of activities shall be helpful to maintain reference and uniformity. Farmer gathering, Demo Plots, IEC campaigns

# PRANA - Strategic Reviews

The probe area of strategic review under governance aspect was expected to capture the internal and external review mechanisms present in the project, understanding their mandate, nature and effectiveness. The evaluation has mapped such review processes with their expected and actual outputs.

## Steering Committee

Provides strategic direction, resolve escalations, and largely discuss progress and roadblocks. These are monthly meetings wherein progress of PRANA project is discussed along with the plan for next 30 days..



## India Leadership Team

India Leadership team discusses PRANA project frequently. ILT comprises of MD and Project Director along with other stakeholders. ILT often meets to discuss the matters/issues before the Steering Committee meeting. PRANA updates are discussed in this meeting



## PRANA Project Team

The Project Director along with Field Operations Manager, MEL Officer, Agronomist and Communication Specialist implement the project, communicate and coordinate with the partners. Team also meets with finance and operations team to discuss partner deliverables and matters of payment disbursement



## Project Monitoring Units (PMU)

IPs, Farmsio, KPMG and GreyMatters meet on a 2-monthly basis with the Project Team. Progress, and barriers are informed about in these meetings along with mitigation plan and next steps.

## Gaps with Scope of Improvement

1. It was observed based on the stakeholder decisions that the decision making within PRANA takes longer than expected time for any change to happen.
2. The PMU meeting is perceived to be one way channel of communication wherein partners are being asked to present the progress while there seem to be limited mutual interactions and cross-partner learnings.
3. No evidence of function specific review i.e. Monitoring, communications etc. schedules or documents is being scheduled.
4. Considering the crop cycles ranging from 90-120 days, the decision making body meets once in 30 days gives lesser room for timely correction of activities.

# PRANA - Team building and Competencies

The probe area of team structure and its competencies was mainly to understand the team composition of TNC India team and the partner for smooth and efficient project delivery.

## Team composition

- TNC India team has put in place all required skill sets except partnerships manager and behavior change expert in their team.
- RGR cell - the implementation partner has larger team size with all required competencies mapped except the communications manager.
- SFI has struggled to fulfil required human resource structure as per TOR
- Both Greymatter and FarmsIO lack agriculture experts in implementation teams.



## Team Competencies

- TNC India has all required competencies for strategic planning and implementation of project while requires more field executives for enhanced monitoring.
- RGR cell through previous experiences has onboarded competent individuals with necessary field expertise.
- SFI has struggled to onboard appropriate 6local AEs and AEMs to implement the model effectively.
- GreyMatters lacks Agri expertise for content building.

## Gaps with Scope of Improvement

The current team composition can benefit from a Partnerships Manager and Behaviour Change Expert. The two positions (Partnerships manager and Behavior change expert) were well mapped in the PRANA composition design, but not yet filled.

Regional Agricultural expert on the panel of all partners can provide technical inputs relevant to the implementation activities on-ground

Communication skills of the field staff/agents interacting with the farmers were found to be weak. Refresher trainings focusing on improving farmer connect and communications skills can benefit the delivery of PRANA activities on ground.

# PRANA - Organisational Learnings

The design process was analyzed, and inputs were taken from both internal and external stakeholders to understand elements of organizational learning inputs for PRANA program.

## Learnings from HARIT and other similar initiatives



- BAIN and Company referred midline survey report of HARIT, during the project design creation and taking assumption for adoption rates.
- HARIT's complete impact assessment report (still to be published) is expected to aid the qualitative aspects of farmer connect, communications methodologies and geographical coverage goals of PRANA.
- It was noted that those who worked in HARIT initiative having better understanding of PRANA context, had a limited involvement during the design stage of PRANA project

## Promoting innovations from stakeholders



- It was noted that the interventions under PRANA such as IEC vans have been appreciated by partners and external stakeholders and they has also helped in achievement project coverage objectives.
- The farmer reach out through religious places has proven highly influential to set of farmers, whereas school sensitization campaigns have not been fruitful as expected.

## Utilizing influencers and lead farmers



- Utilizing influencers and lead farmers for sensitization of other farmers is found to be effective by creating a successful peer farmer example and effective social media campaign.

## Gaps with Scope of Improvement

- Maybe studying other working models implemented by agencies such as CII, IDOs and Govt of Punjab can help PRANA team to understand critical success factors is working in other similar geographies.
- A linkage between HARIT and PRANA was not found, to utilise knowledge gained through previous initiative. A knowledge sharing session between both the implementation team can help in supplementing contemporary subjects of PRANA.
- Implementing Partners and TNC India team can have a brainstorming session to arrive at effective coverage and conversion strategies through interactive sessions amongst all partners

# PRANA- Convergence and Collaboration

Scope of Convergence and Collaborations probe areas were analysed through external stakeholder interview and detailed interactions with implementation partners.

## Farmer outreach: limitations

Both the implementation partners have conveyed limitations on farmers' outreach, pointing out lack of time to have quality discussions with farmers.

## Technical support and Knowledge sharing from KVK

Field Teams and implementation team have been collaborating with local KVKs effectively to have their technical guidance. This will give more emphasis to garner trusts of the farmers.



### Collaboration with PAU

It is observed that collaboration with PAU for knowledge sharing has been a significant achievement for project success in long term.

### Leveraging agriculture scheme support

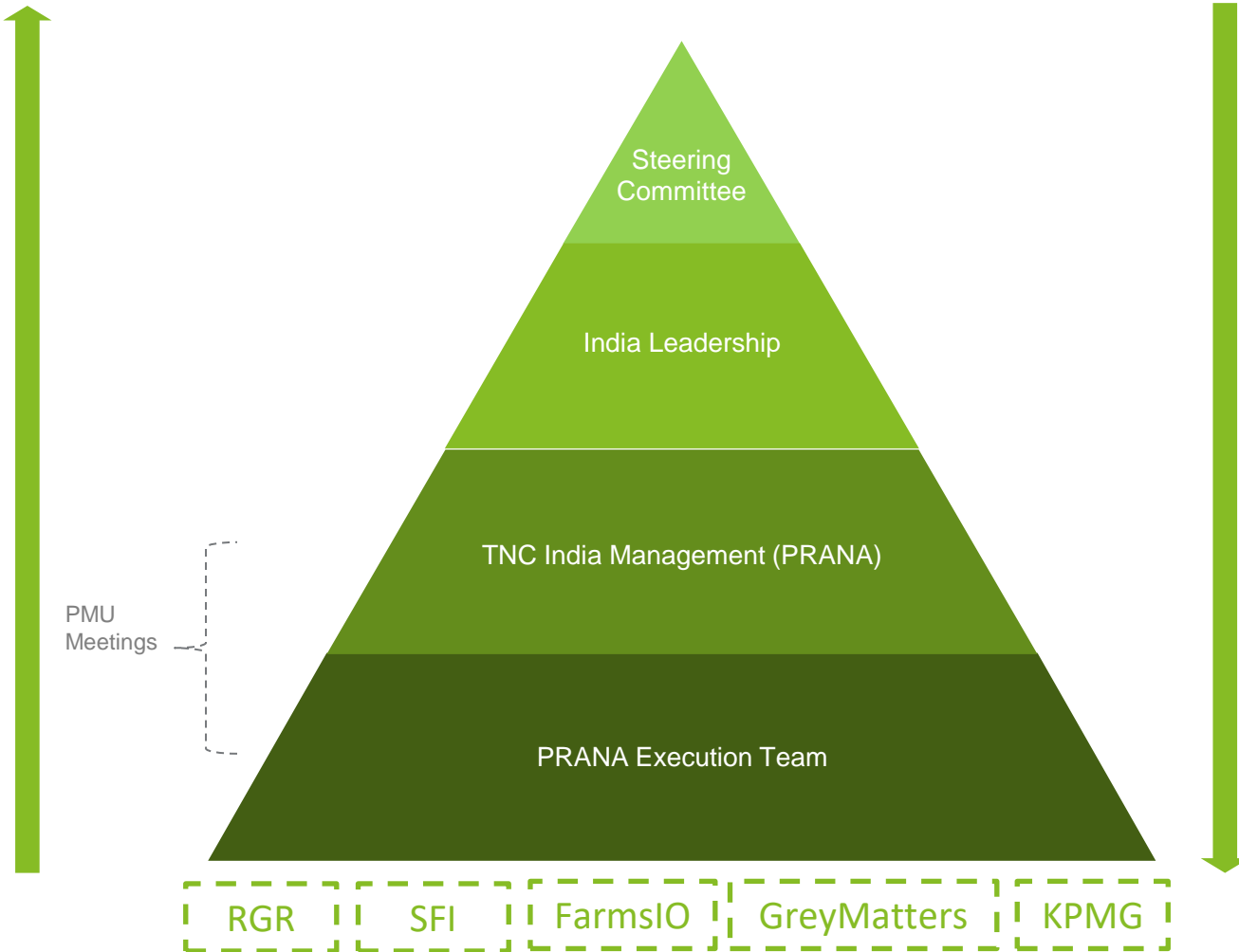
The Government of Punjab and central government have come up with supply side mechanization schemes. PRANA has already facilitated such convergence while efforts can be further enhanced at society level and farmer level

## Gaps with Scope of Improvement

- It is observed that the farmer outreach under PRANA is limited, given the coverage targets and partner resources deployed on ground. Scope for on-boarding more partner to achieve the intended targets in given time was identified.
- Scheme linkage plan for individuals and societies: The design does not leverage the existing government schemes benefits available in the market. Scheme linkage plan can be developed to piggyback on the existing resources.
- The current design operated on limited convergence and partnership models. The scope for expanding the partnerships to corporates, Punjab Remote Sensing Centre (PRSC) and the local Agricultural Department can benefit the outreach activities.

# PRANA- Feedback Mechanisms

The evaluation reviewed the internal governance structure, Steer Committee and PMU meeting minutes and undertook qualitative discussions to understand the feedback mechanisms.



## What worked well

The existing communication channels between PRANA field team and India Leadership team were well leveraged to communicate progress of activities and challenges faced on ground.

## Gaps with Scope of Improvement

Feedbacks from TNC India team on partnerships and implementation models were not identified as strong priority areas of TNC Global which limited the decision making efficiency.

Feedbacks from the Partners should be contemplated and actualised to suit the ground dynamics

Existing meeting platforms can be better leveraged to prioritise and clearly define strategies, areas of concern and improvement, proposed iterations and way forward, considering both short term outputs and long term outcomes

## PRANA- Effectiveness and Efficiency

Based on the desk review and qualitative discussions undertaken with different stakeholders, efficiency and effectiveness of PRANA were understood in terms of resource allocations (human and financial), KPIs and Metrix to assess efficiency and effectiveness.

### Resource Allocation

- Governance structure for PRANA is defined; however, responsibilities were not clearly defined
- PRANA has a fund pool of USD 20 million.

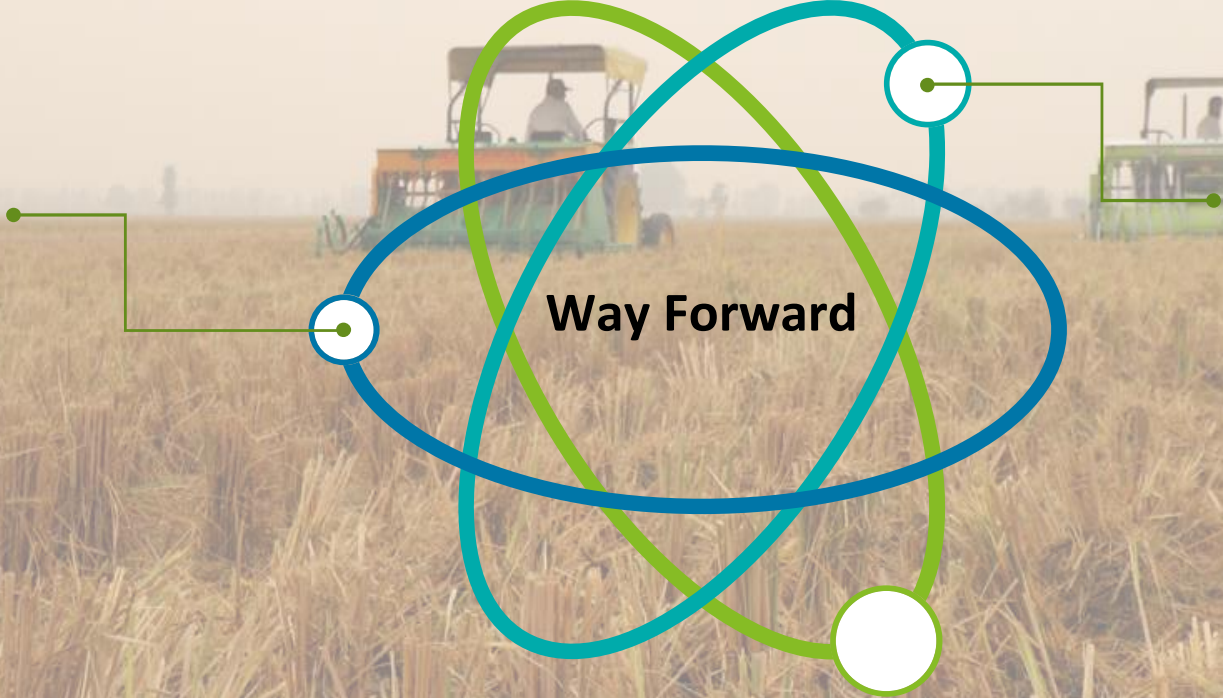
### Efficiency KPIs and Matrix

- Current Project matrix focuses on capturing targets and progress in quantitative terms.
- Delayed decision-making process to absence of mitigation plan – example, discrepancies in SFI’s deliverables

### Effectiveness

- A review of PMU presentations informing input-and-output progress indicate achievement of quantitative targets to a large extent.

Gaps with Scope of Improvement
Need for clear roles and responsibilities to ensure efficient delivery of outputs and outcomes.
The project requires more field-based resources to have improved work management and quality delivery
There is a felt-need for BCC Specialist and Policy & Partnership Manager to lead planning and improve efficiency and effectiveness
Efficiency analysis matrix is needed to capture KPIs of internal and external stakeholders against barriers and mitigation strategies



## Recommendations and Way forward

Following set of actions are recommended basis insights from gaps identified, suggestions from stakeholders and institutional knowledge obtained, during project evaluation. The suggestions are aligned to probe areas while classified in thematic areas for ease of understanding.

Sr No	Area	Recommendation	Suggested Priority
1	Design	<p>Targets for farmer coverage are steep considering the timelines attached. TNC can</p> <ul style="list-style-type: none"> <li>Reduce the coverage targets to 70% of current targets while revise adoption expectations to 30% or</li> <li>Onboard 2 new partners to improve farmer coverage and further corresponding adoption, simultaneously. The geographies of these partners need to be exclusive or</li> <li>Extend the project period for at least one more year with improved models of greater farmer connect</li> </ul>	High
2	Design	<p>Model for Syngenta foundation India needs to be altered to cater to greater famer connect, improved governance having roles and responsibilities. TNC can think on</p> <ul style="list-style-type: none"> <li>Introduction of regional field coordinators having coverage of 400-500 farmers per coordinator with one AEM managing 4-5 such coordinators</li> <li>while Field coordinators create machine linkage and mapping</li> <li>AE can be selected as lead farmers for demos with at least 1 demo per village</li> <li>Farmer field schools need to be introduced for year round farmer connect</li> </ul>	High
3	Design	<p>It is recommended to have function specific sub committees for expediting decision making process within PRANA such as MEL, Communications, Partnerships, Technical Functions and Financial aspects.</p> <ul style="list-style-type: none"> <li>It is suggested to reducing participants of steering committee</li> <li>Lead representative from the suggested sub committees can be part of Steering Committee</li> </ul>	Medium

## Recommendations and Way forward

Following set of actions are recommended basis insights from gaps identified, suggestions from stakeholders and institutional knowledge obtained, during project evaluation. The suggestions are aligned to probe areas while classified in thematic areas for ease of understanding.

Sr No	Area	Recommendation	Suggested Priority
4	Design	For creating functional uniformity, it is recommended to develop <ul style="list-style-type: none"> <li>• A financial SOP / Guidelines for management of contracts given to implementation partners and other partners</li> <li>• An operational guidelines describing standard steps and corresponding means of verifications to implement activities mentioned in the contract Farmer gatherings, Demo Plots etc.</li> </ul>	Medium
5	Design	With reference to monitoring and evaluation, it is recommended to have clear criteria as success factors for <ul style="list-style-type: none"> <li>• Defining farmer coverage</li> <li>• Defining farmer adoption</li> <li>• Defining extent of burning</li> </ul>	Low
6	Design	It is recommended to create an exit strategy for the project having details of <ul style="list-style-type: none"> <li>• Parameters of project completion</li> <li>• Sustainability of interventions</li> </ul>	Low
7	Design	It is recommended to create communications framework within PRANA clearly outlining <ul style="list-style-type: none"> <li>• TNC Internal communications: channels, frequency, expected outcomes among different teams</li> <li>• External communications: With partners, conveying best practices, lessons learnt, innovations and compliances with defined frequency of minimum one month</li> <li>• Social media platforms (ex WhatsApp, Facebook etc) can be effectively utilised for timely farmer communications</li> </ul>	Medium

## Recommendations and Way forward

The following set of recommendation/actions can be considered, basis insights from gaps identified, suggestions from stakeholders and institutional knowledge obtained, during project evaluation. The suggestions are aligned to probe areas, while simplified in design and implementation classification.

Sr No	Area	Recommendation	Suggested Priority
8	Design	It is recommended to have official partnerships with district administration and Punjab remote sensing organisation to have greater credibility of interventions proposed.	Low
9	Design	TNC may partner with corporates such as to leverage region specific working models for collaboration in execution of PRANA	Medium
10	Implementation	It is recommended to onboard local district level resource for TNC India team to manage 1-2 districts to improve project monitoring processes.	Medium
11	Implementation	It is recommended to have a formal meeting structure / platform for sharing best practices, lessons learnt, solutions and case studies amongst implementation partners, having at least monthly frequency.	Medium
12	Implementation	It is recommended a monthly meeting of functions specific individuals between TNC global and India team with focus on Communications, Finance and Technical functions.	Medium
13	Implementation	TNC can ensure onboarding processes for the new Implementation Partners (if any) to be completed before commencement of the kharif season	Medium
14	Implementation	It is recommended to go for a capacity assessment of partners on communication management and subsequently have a capacity building exercise for improving deliveries.	Medium



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